

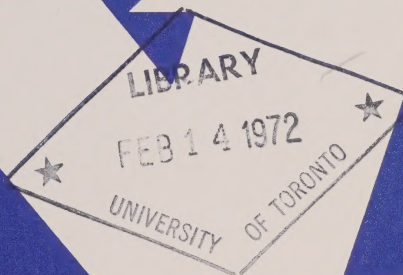


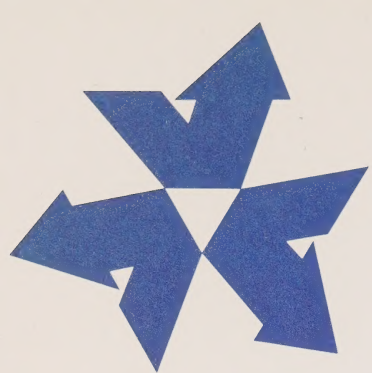
*Commissions and committees
of inquiry*

Publications

COMMITTEE ON GOVERNMENT PRODUCTIVITY

INTERIM REPORT NUMBER FOUR





INTERIM REPORT NUMBER FOUR

A Progress Report to the Executive Council

December 22, 1971

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*Associate Dean of the Faculty of
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TO HIS HONOUR

THE LIEUTENANT-GOVERNOR OF THE PROVINCE OF ONTARIO

MAY IT PLEASE YOUR HONOUR:

We, the members of the Committee on Government Productivity, appointed by Order-in-Council, dated the 23rd December, 1969, to inquire into all matters pertaining to the management of the Government of Ontario and to make such recommendations as in its opinion will improve the efficiency and effectiveness of the Government of Ontario, submit to Your Honour, herewith, a fourth interim report containing progress on the implementation of previous recommendations.

John Bling
Chairman

H. Ian MacDonald
McLain

W. J. Hufferman

C. Hay

K. Wolfe

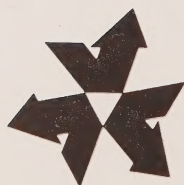
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J. H. Angus 121

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December 1971



COMMITTEE ON GOVERNMENT PRODUCTIVITY
Ontario

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INTRODUCTION

At this time, the work of the Committee on Government Productivity is nearing completion. Our principal study, the report on the Structure of Government in Ontario, which is a basic document underlying all other projects, is now published. Other studies discussed by the Committee in its first and second interim reports are being readied for presentation to Cabinet. These include the Utilization of Human Resources, Automatic Data Processing, and Real Property Management.

This brief report is intended to outline progress in implementation and to indicate other projects which have been undertaken by the C.O.G.P. as further contributions to the improvement of government productivity, its overall goal.

Considerable progress has been made on the implementation of recommendations on the Audit Function, Management of Supply and Services, and Integration of Payroll and Personnel Information. These topics make up the first section of this progress report.

Our forthcoming report on the Utilization of Human Resources will discuss implementation of recommendation 2.1, on the Development of Top Administrators. Implementation of the Committee's other interim recommendations: Cabinet Committees and Support Staff; Parliamentary Assistants; and the use of Task Forces, has been elaborated on in the Third Interim Report on the Structure of Government.

The second section of this report deals with studies initiated by the C.O.G.P. since the publication of its Second Interim Report. These are studies on Communications and Information Services, Management Information Systems, and Systems and Procedures.

In the third section of this report, we outline the work of Task Force Hydro, a semi-autonomous body established by C.O.G.P. to review and make recommendations for improving the management of The Hydro-Electric Power Commission of Ontario. Task Force Hydro, formed in May, 1971, is expected to complete its task by the summer of 1972.

IMPLEMENTATION OF INTERIM RECOMMENDATIONS

We will now review the progress made to date on the interim recommendations made in our First and Second Interim Reports.

The Audit Function

In our First Interim Report, we recommended that:

- 1.1 The Audit Act be amended to remove from it the requirement for the Provincial Auditor to examine requisitions for expenditure of funds within approved appropriations before a cheque may be issued.

- 1.2 The present pre-audit function be transferred to the Comptroller of Accounts as an interim step.**
- 1.3 The Treasurer of Ontario be empowered, on the advice of the Comptroller of Accounts, to transfer the pre-auditing function to departments as they demonstrate their capabilities to maintain adequate legal and accounting controls of expenditure.**
- 1.4 The Provincial Auditor assume the role of financial auditor of accounting systems and transactions.**
- 1.5 The Comptroller of Accounts establish criteria for the adequacy of accounting system performance, measure the effectiveness of each department's system against the established criteria and develop a plan to upgrade those systems found wanting.**

Subsequently, legislation transferring the pre-audit function to the departments was passed in two acts which took effect on August 31st, 1971; An Act to Amend The Audit Act; and An Act to Amend The Financial Administration Act.

These acts enable the Provincial Auditor to assume an active post-audit role and terminate pre-auditing of departmental expenditures performed outside the departments. The pre-auditing of departmental expenditures by the Provincial Auditor will be phased out gradually. The transfer of responsibilities for pre-auditing to the departments will be effected by orders in council based upon the recommendation of the Treasurer. He will form his recommendations from an assessment conducted by the Audit Standards Branch of the Department of Treasury and Economics; its aim will be to establish whether a department's systems of control over internal expenditures meet predetermined criteria.

These criteria were prepared by a task force reporting to the steering committee responsible for the implementation of the pre-audit recommendations. They were thoroughly scrutinized by Clarkson Gordon and Company, chartered accountants, and by the Senior Accounting Officers' Council of the Ontario Government, before ratification by the Management Board.

The criteria reflect normal, accepted accounting procedures and should not present special problems to the departments. Their primary intention is to assure that basic accounting and administrative controls are in place, and that work in process is checked automatically through correlation with the work of others to ensure a high degree of accuracy.

Deputy ministers were presented with the criteria for accounting procedures early in November, 1971. Responsibility for the public accounts will be transferred on April 1st, 1972, to the Department of Treasury and Economics under the provisions of the new Financial Administration Act.

Supply and Services

This Committee, in its First Interim Report, discussed the need for government-wide purchasing policies and expertise in supply and materials management.

As intermediate measures, we recommended that:

- 3.1 The Treasury Board be responsible for the approval and publication of the Government's purchasing and supply policies and procedures.**
- 3.2 The Supply and Services Division, Department of Public Works, be responsible for developing policies and procedures for the approval of Treasury Board.**
- 3.3 The role of the Central Purchasing Committee be modified to that of an advisory committee.**
- 3.4 Central Duplicating be the only large government duplicating facility serving all departments that are within easy access of the Queen's Park complex. Treasury Board will be responsible for deciding whether users can justify their own facilities based on remoteness.**
- 3.5 Departments be responsible for the operation of copy centres for small volume and urgent work.**

The report also stated that the Committee, in cooperation with the Management Board and the Supply and Services Division of the Department of Public Works, would initiate further studies on:

- ◆ stores and warehousing
- ◆ traffic and delivery facilities and systems
- ◆ fleet management
- ◆ auditing of purchasing policies and procedures
- ◆ aspects of the supply function such as:
 - regional purchasing for economy; local buying for departmental programs; commodity buying for government programs
 - extension of the New Purchasing Plan (N.P.P.) to other boards, commissions and agencies
 - extension of benefits from the N.P.P. to grant recipients.

To facilitate the new responsibility of the Department of Public Works under recommendation 3.2 above, certain activities of the departments were consolidated in the Supply and Services Division. The division has thereby assumed responsibility for the organization of the Queen's Printer and Publisher.

A Committee for the Development of Supply Policies and Procedures (C.D.S.P.P.) was established by the Management Board in January, 1971. Its members include the executive director, Supply and Services Division, Department of Public Works, as chairman; the coordinating director, Committee on Government Productivity, as vice-chairman; the director, Management Policy Branch, Management Board Secretariat; the executive director, Finance and Administration Division, Department of Lands and Forests; the director, Administrative Services Branch, Department of Health; and the director of services, Department of Transportation and Communications.

The committee has selected 23 areas of supply and services management for detailed study. All studies are now underway, with the exception of that on Traffic and Transportation, which is currently being staffed. Two of the projects, Tendering Practices and Common Purchase Order Forms, are being undertaken by the Purchasing Officers' Council. A private consultant has been appointed to head the project on Government Printing and Publishing, which is being conducted in conjunction with the study on Communications and Information Services. C.D.S.P.P. will be responsible primarily for making recommendations on printing while the Communications and Information Services project team will make recommendations on publishing.

Since its inception, the Committee for Development of Supply Policies and Procedures has submitted the following 11 recommendations to Management Board for its approval.

Recommendation	Present Status
1. Appointment of a director for the development of printing and publishing policies and procedures.	Approved and implemented.
2. Directive on the development and promulgation of supply policies and procedures (see C.O.G.P. recommendations 3.1 and 3.2). Production and distribution of a manual of supply for operators of the government supply system.	Approved and issued.
3. Establishment of a users' advisory committee on government duplicating service to set priorities and control costs.	Approved and implemented.
4. Dissolution of Central Purchasing Committee; Management Board and its committees to ratify standards and procedures on supply set up by Department of Public Works (Supply and Services Division).	Approved and implemented.

Recommendation

Present Status

- | | |
|---|---------------------------|
| 5. Guidelines for collective purchasing arrangements with a view to economies in large volume buying. | Approved and implemented. |
| 6. Department of Transportation and Communications to take over purchase and disposal of all motor vehicles. | Approved and implemented. |
| 7. Directive on policies and procedures for the servicing and repair of office machines. | Approved and issued. |
| 8. Directive on establishment of small-volume copy centres (C.O.G.P. recommendation 3.5). | Approved and issued. |
| 9. Directive on phasing out of existing printing equipment in departments similar to that maintained by Central Duplicating Service. | Approved and issued. |
| 10. Directive establishing supply entitlement standards for personalized stationery to minimize varieties. | Approved and implemented. |
| 11. Directive authorizing the Government Stationery Service as the common services agency for stationery and office supplies within the Queen's Park complex. | Approved and implemented. |

Integrated Payroll and Personnel Systems

In our Second Interim Report, we discussed the desirability of maintaining a central system of employee records, and recommended that:

7.1 A system of centrally collecting basic data on employees which is integrated with the central payroll system be approved and that a program of integration be implemented.

A committee has now been appointed by Management Board to develop an implementation plan integrating employee records into a single file which will service payroll, personnel and pension administration.

Members of the implementation committee include the coordinating director of C.O.G.P. as chairman; the executive director of the Management Services Division of the Management Board Secretariat; the comptroller of accounts and the executive director of the Department of Civil Service.

The committee has met with members of the Personnel Officers' Council and the Senior Finance Officers' Council and a task force to carry out the assignment is now being organized.

NEW STUDIES

Communications and Information Services Study

The public has an intrinsic right to information regarding government's activities, its services and modes of utilizing them. Both the quality of this information and how it is conveyed can significantly influence the effective functioning of government. Not only does information represent a critical first step in the delivery of services, but its effect on the public can also be a major determinant of the attitudes toward government which will help or hinder its work.

Similarly, public servants need to be well informed regarding the functions and activities of government. Such information within the Public Service can serve two purposes: it can enable employees to provide better service; and it can broaden their grasp of, and obtain their commitment to, decisions made by upper management which they will put into effect.

The major purpose of this project is to make recommendations which will improve the effectiveness, efficiency and responsiveness of government communications and information services. The project is being conducted in conjunction with the Government Information Officers' Forum, an association formed in October, 1971. The new organization has proved to be an effective vehicle for cooperation and coordination; ultimately, it is expected to share some of the responsibility for implementing final proposals.

A project team has been formed, made up of expert consultants in the information and communications field, working in conjunction with members of C.O.G.P.'s Central Staff and members of the Public Service. The project team receives advice from an advisory committee, which includes representatives from business, education, the publishing trade, the communications media, the Legislature Press Gallery, and the Civil Service (Appendix 2).

In a preliminary survey, the C.O.G.P. identified areas where improvement in information services was needed. The conclusions were confirmed in subsequent meetings with government information officers and others in the Public Service. Five study areas then were selected, each encompassing a specific aspect of government information and communications services: policy, organization, finances, Queen's Printer and Publisher, and methods of dissemination.

Policy

In the past, the information and communications branches of the Ontario Government have had no clearly stated policy framework for their activities. Lacking clear guidance, each department has developed its information program independently and without relation to the communication and information objectives of government as a whole. As a result, the infor-

mation function has been unevenly carried out and coordination and cooperation have been lacking.

The major purpose of this substudy is to formulate and recommend a government information policy, incorporating guidelines for putting it into effect.

Within the policy substudy, consideration is being given to the need for policies on the timely release of government decisions to the public and on the simultaneous release of information to public servants. The project team is also assessing the need for a government-wide definition of 'information' for accounting and operation purposes, and considering guidelines for the use of social surveys and cost benefit analysis. The need for integration and cooperation with information services at other levels of government and with private firms in the communications field may be the subject of a further policy proposal.

Organization

A second substudy examines organizational problems, including staffing matters, which diminish the effectiveness of the communications and information branches. One aim of this study is to develop profiles of typical departmental information organizations, in order to establish criteria for effective units.

The project team is also conducting an audit of all significant communications activities underway within the government and obtaining details of activities planned for 1972. These data will then be evaluated with special reference to interdepartmental duplication and costs. As further background to its study, the project team is analyzing the information production process from initial concept to final distribution, in order to clarify questions of responsibility, reporting relationships, controls, planning and interdepartmental coordination.

Several organizational models have been developed to aid in ascertaining the best place for information services within a department. These models will continue to be evaluated in the light of other study findings and the needs of the public and departments.

In conjunction with the study on organization, the government information officers are formulating procedures and programs for improving coordination and communication among members of the information branches. They are also considering ways of organizing in order to make the best use of new techniques, materials, studies and projects.

Finances

Budget allocations for information services vary widely across departments. Under the current system, it is difficult to determine the full cost of government information activity, or its relative effectiveness.

The third substudy on finances is examining where to allocate both the responsibility for planning information activities, and the costs of these activities. It will analyze ways of measuring the effectiveness of expenditures in the information and communications area.

Final recommendations will take into consideration the proposals of the information officers on criteria for relating the results of information activities to their dollar costs. Others will deal with possible methods of allocating funds for programs with a specific departmental target, as well as the day-to-day maintenance of information activities.

Queen's Printer and Publisher

In this fourth substudy, the primary objective is one of implementation. The project team will assist in applying the recommendations on printing and publishing of the Committee for Development of Supply Policies and Procedures (C.D.S.P.P.). C.O.G.P. will deal primarily with the publishing function, while the C.D.S.P.P. will implement those recommendations on the printing activity of the Queen's Printer and Publisher. The work of both will be coordinated.

Methods of Dissemination

In the final substudy, we are examining present ways of disseminating government information to the public. The project team is exploring possible improvements to existing methods and alternatives. One aspect of the substudy is an evaluation of current programs directed at the communications media. This will help to determine whether the media are being well served and if government facilities are adequate. As appropriate, new distribution techniques and improved means of conveying information will be recommended.

Store-front programs, such as Consumers' Caravan, Department of Tourism booths and Ontario Place, have been catalogued. The project team will identify duplications and make recommendations on the use of equipment and personnel.

The role of the government in community information projects is being studied in close coordination with parallel studies now in progress in the Department of the Provincial Secretary and Citizenship.

The project team will also evaluate the techniques used to measure the effectiveness of information programs. In this connection, an evaluation of the current system for handling public inquiries is taking place.

Some of the departments utilize outside expertise or suppliers for their information services. We are making an analysis of these practices, with a view to recommending improved and better integrated procedures.

The government switchboard, a primary contact point for many people requiring information, is the subject of another substudy.

The above outlines and defines the scope of the Communications and Information Services project. Additional studies may be required after analysis of data from each of the subprojects.

Management Information Systems Study

The core of sound decision-making is good information. In government, where decisions have far-reaching implications, the means of obtaining and effectively using information are of critical importance as tools for management.

The Management Information Systems (M.I.S.) project is concerned with special aspects of problem-solving in government. It concentrates specifically on the financial information base required for effective decisions.

The M.I.S. project team (Appendix 3) has selected and is conducting three separate substudies:

- ◆ a study of the decision-making process
- ◆ a study on the use of statistics in the Ontario Government
- ◆ a study of such special instruments as the Financial Information System (F.I.S.), and Planning, Programming and Budgeting System (P.P.B.S.), with specific reference to their use for decision-making.

The first substudy has been limited to an examination of decision-making at a management level immediately below that of deputy minister. However, many of its recommendations should have broader applications.

The project team is assessing the need for, and use of, quantitative information, such as the number of staff, the volume of work, and the amount of expenditures. Some of the obstacles to more effective decisions will be identified and alternative methods of reaching decisions outlined.

Recommendations arising from this substudy are expected to be of a general nature, delineating areas for possible further study.

The second substudy examines the costs and uses of statistical data in the Ontario Government. One aspect is an appraisal of the future role of a central statistical agency in the Ontario Government. Preliminary information and conclusions have been drawn from interviews conducted with a broad cross-section of government managers who use or provide statistical information. In addition, the project team has held interviews with officials of the Federal Government and the Ontario Statistical Centre in order to assess internal requirements for statistics and the extent of the Ontario Government's interaction with the federal statistics agency, Statistics Canada. Another feature of the study is a brief review of the current role and function of the statistical facilities of other provinces.

An examination is also being made of the need for, and means of, exchanging data, common files, file standards and other forms of information within government.

The third substudy makes an appraisal of systems in use or under development which are designed to obtain and disseminate financial information used for decision-making. The objectives and current status of F.I.S. and P.P.B.S., as well as progress in the development and implementation of these two systems, are being analysed. The project team has developed a number of assumptions regarding problems experienced in the use and functioning of the two systems named, together with recommendations. These will be tested against interviews conducted in the government and findings drawn from other studies.

Closely allied to this substudy is an examination of accounting practices not presently used by government departments. These include full costing of programs, that is, the charging back of all expenses associated with a program, and accrual accounting. The applicability of these and other accounting techniques will be evaluated and recommendations made where appropriate.

Systems and Procedures Study

To function efficiently, government, like any large and complex organization, must adopt systems or standard modes of operation through which work can be channelled or services delivered. The maintenance of good systems is primarily the responsibility of program managers. In the Ontario Government, systems and procedures groups, other than those working in automatic data processing, assist managers by helping to improve existing systems or develop new ones. These systems are non-computerized.

The Systems and Procedures study, then, complements our study on Automatic Data Processing (ADP). During the course of the ADP study, it became evident that cost savings could also be realized in the manual or non-computerized area of systems and procedures. In order to deal fully with the work performed on systems, C.O.G.P. accordingly approved and initiated a project to develop policies and guidelines which would enable the government to make more effective use of its systems and procedures personnel.

A project team was appointed in August, 1971 (Appendix 4). Two comprehensive study areas were selected: departmental systems and procedures groups, and central systems and procedures groups supplying service to departments and controlling their activities. In both substudies, the project team assessed the qualifications of existing systems and procedures staff, and evaluated the ways in which work was performed and resources employed. The study was also designed to determine the need for guidelines and new or alternative ways of organizing such groups within the government.

Departmental Systems and Procedures Groups

As an initial step, questionnaires were sent to all departments in order to record individuals working in systems and procedures, and to obtain information on projects currently underway in these branches. The questionnaire also asked for details on annual budgets.

Information drawn from the questionnaires indicated that distinctions were seldom made between the costs of manual systems and procedures work and computer systems work. In addition, many systems and procedures managers were unable to relate their work to specific government programs.

On the basis of information from the questionnaires, the project team then selected the systems and procedures branches of the Departments of Justice, Revenue, and Mines and Northern Affairs for more detailed study. The selection was made according to the varying size of the branches and the different role each plays in the work of the departments.

Central Systems and Procedures Groups

The project team has evaluated the organization and operations of the two central service and control groups: the Organization and Methods Services Branch and the Management Science Branch of the Management Board Secretariat. Particular attention was paid to the problem arising from the same organization being responsible for supplying a service to departments and controlling their activities.

A further aspect of the Systems and Procedures study has been a search of studies conducted by others for relevant findings and recommendations.

Lastly, the project team has undertaken an examination of problems in records management across the Public Service and will make suitable recommendations.

TASK FORCE HYDRO

Background

The Speech from the Throne delivered at the 4th Session of the 28th Legislature included the following statement:

“The Government is determined to assure the adequacy of our energy supplies for the future. It will ensure that the energy is used as efficiently as possible and that its use will not adversely affect the environment, health or life. The Government will strive to maintain a choice between the various types of energy to match them with those uses for which they are best suited. To this end, the Committee on Government Productivity has been asked to review the function, structure, operation, financing and objectives of the Hydro-Electric Power Commission of Ontario.”

In view of Ontario Hydro's importance and unique character, this Committee decided to delegate responsibility for a study and assessment to a semi-autonomous unit, Task Force Hydro. The Task Force, headed by a six-man Steering Committee (Appendix 6), reports to the Government through the Committee on Government Productivity.

Terms of Reference and Objectives

A first step for the Task Force Steering Committee was the formulation of detailed terms of reference and objectives to guide the conduct of the study. These are closely allied to, and in some respects synonymous with, those of the C.O.G.P. The basic objectives of Task Force Hydro, which will serve to explain its primary functions, are as follows:

- ♦ to recommend realistic, practical and innovative ways in which the operations of Ontario Hydro can be made more efficient and effective and more responsive to the changing requirements of the Province of Ontario
- ♦ to assist where practical with the implementation of recommendations which are approved while Task Force Hydro remains in being
- ♦ to recommend measures which will help to ensure that the final recommendations will take place after Task Force Hydro has been disbanded.

The Structure of Task Force Hydro

Task Force Hydro is modelled closely on the structure adopted by C.O.G.P. In addition to a Steering Committee, it has a Central Staff comprising personnel from government departments, Ontario Hydro, and private industry. The project teams which have been established to undertake the work and study of the Task Force also reflect this basic composition. To maintain close and essential relationships with the organizations directly or

indirectly affected by the study, a total of 14 liaison officers have been appointed including representatives from Ontario Hydro, six departments of the Ontario Government, the Ontario Municipal Electrical Association, and the Association of Municipal Electrical Utilities. Where necessary, advisory committees will be established to support the project teams in the formulation of their recommendations and to assist with implementation.

Research Program

By December, 1971, the Task Force had completed its preliminary studies and had initiated four projects. In addition, it had undertaken a series of feasibility studies which could lead to the development of further projects. Now underway are those dealing with Role and Place, Organization, External Financing, and Power Costing and Rate Philosophy.

The Role and Place Project

The Role and Place Project is a basic study, intended to produce some of the major recommendations of the Task Force and to serve as a foundation for the other projects. In general, it is an overall review of Ontario Hydro with special emphasis on its role and place in the economic, social and political structure of the province. Briefly stated, the major purposes of the project are:

- ♦ to set out and recommend objectives for Ontario Hydro
- ♦ to recommend its future role
- ♦ to define its place within the overall structure of government in Ontario and its relationship to other jurisdictions and the Ontario community as a whole.

In the course of this study, Task Force Hydro will endeavour to articulate and define relationships concerning policy and management between the Ontario Government and Ontario Hydro. Ontario Hydro's accountability to the government will be clarified and decision-making procedures for the future recommended. It is anticipated that recommendations also will be made regarding revised legislation.

The project team for the Role and Place Project, established in August, 1971, plans to present its final recommendations to the Task Force Hydro Steering Committee in May, 1972.

The Organization Study

The Organization Study is an internal review of the organization and operations of Ontario Hydro, designed to complement the Role and Place Project. It has two objectives: first, to provide information which will ensure that the recommendations of the Role and Place Project embody full

knowledge of the nature of the Hydro's operation and its functions; and second, to recommend such changes as may be necessary to ensure that:

- ♦ Hydro is able to fulfill its future role with maximum effectiveness and efficiency
- ♦ the locus of management responsibility and accountability is clearly defined
- ♦ Hydro's long-standing reputation for technical accomplishment may be enhanced in future by adaptability to social and economic change
- ♦ in achieving its objectives, Hydro is managed and organized in such a way as to make the best use of its staff.

The Organization Study team has involved Hydro personnel in each phase of the study. The project recommendations will thus be drafted in cooperation with many persons who will be responsible for the ultimate implementation phase, which will follow the disbandment of Task Force Hydro.

The project team plans to present its final recommendations to the Steering Committee in May, 1972.

External Financing

The study on External Financing was initiated in October, 1971 with the following objectives:

- ♦ to assess the availability of capital from financial markets
- ♦ to evaluate existing alternative procedures which might be used to raise this capital
- ♦ to identify the nature of possible constraints on external financing and to suggest alternative methods of dealing with them
- ♦ to make the findings available to Task Force Hydro and to provide advice to the Advisory Committee on Energy (1)

The project team on External Financing plans to make its final report to the Steering Committee on March 31st, 1972.

Power Costing and Rate Philosophy

A study on power costing and rate philosophy was initiated in October, 1971.

(1) The Advisory Committee on Energy was established by the Government in accordance with a recommendation submitted by the Committee on Government Productivity.

The objectives of the study are:

- ♦ to recommend general principles governing Hydro's future internal financial policy, with particular emphasis on power costing and rate philosophy, and to make alternative proposals
- ♦ to provide appropriate advice and guidance to the teams undertaking the Role and Place Project and the Organization Study.

Findings of the Power Costing and Rate Philosophy Study will be of vital importance to the Role and Place Project and the Organization Study, both of which require early information on power costing and rates.

A project team for the Power Costing and Rate Philosophy Study has been appointed. A widely representative committee to advise the project team is being organized, which will include members from the Ontario Government, the Ontario Municipal Electric Association, the Association of Municipal Electric Utilities, major industrial users of Hydro, and others.

Further Studies Contemplated

A number of feasibility studies are in progress to determine what further project work may be needed. Subjects under review include Ontario Hydro's nuclear program, marketing, information systems, supply and construction program, utilization of human resources, and research and development. Time and available resources will limit the number of additional studies that can be undertaken to no more than two or three.

Other Activities of Task Force Hydro

In order to identify problems which are of the most critical importance to Ontario Hydro's future, the Task Force Steering Committee has held discussions with a number of senior deputy ministers, with the assistant general managers of Ontario Hydro, the Ontario Hydro Commissioners and representatives from the Ontario Municipal Electric Association, the Society of Professional Hydro Engineers and Associates, and the Ontario Hydro Employees' Union.

For the same purpose, members of the Central Staff and the project teams of Task Force Hydro have set up intensive interview programs with key personnel in Hydro, government departments and consumer organizations.

Other studies with implications for the work of Task Force Hydro are being analyzed. In addition, the Task Force has invited submissions from interested groups and individuals in order to establish some of the predominant public concerns regarding the role and function of Ontario Hydro. To that end, on September 9th, 1971, a Task Force Hydro advertisement was placed in 48 Ontario daily newspapers inviting appropriate submissions. A pamphlet has been published outlining the purpose and work of the Task

Force and requesting public submissions. To date, over 6,000 copies of the pamphlet have been distributed to interested organizations throughout the province. As submissions are received, they are acknowledged and carefully studied. Where needed, meetings will be arranged so that significant points raised by groups or individuals can be elaborated.

Recommendations

Progress to this date indicates that work on all projects is on schedule and that interim recommendations may be expected in late January or early February, 1972. The current time-table calls for Task Force Hydro to submit its final recommendations to the C.O.G.P. by June 30th, 1972.

APPENDICES



ONTARIO
EXECUTIVE COUNCIL OFFICE

APPENDIX 1

OC-4689/69

Copy of an Order-in-Council approved by His Honour the Lieutenant Governor, dated the 23rd day of December, A.D. 1969.

Upon the recommendation of the Honourable the Treasurer of Ontario and Minister of Economics, the Committee of Council advise that a special Committee, consisting of the following persons:

J.B. Cronyn	Chairman
G.H.U. Bayly	Member
C.E. Brannan	Member
A.R. Dick, Q.C.	Member
C.C. Hay	Member
G.R. Heffernan	Member
H.I. Macdonald	Member
A. Powis	Member
J.K. Reynolds	Member
R.D. Wolfe	Member

be appointed to inquire into all matters pertaining to the management of the Government of Ontario and to make such recommendations as in its opinion will improve the efficiency and the effectiveness of the Government of Ontario.

The Committee further advise that this inquiry to be known as the Productivity Improvement Project, not extend to the institution of the Legislative Assembly of Ontario.

And the Committee further advise that the Committee be authorized to adopt such procedures and methods as it from time to time deems expedient for the proper conduct of the inquiry and to engage the services of such counsel, staff, and technical advisers as it may require at rates of remuneration and reimbursement to be approved by Treasury Board.

Certified

A handwritten signature in dark ink, appearing to be 'H. J. ...'.

Clerk Executive Council.

COMMUNICATIONS AND INFORMATION SERVICES STUDY

Project Team

R. V. Hicks, O.C. <i>Project Director</i>	President Toronto Board of Trade Partner, Miller, Thomson, Hicks, Sedgewick, Lewis and Healy
W. Cornell	President Ward Cornell Limited
H. S. Damp	Coordinating Director, C.O.G.P.
R. Farr	Farr, Clarke and Associates
S. H. Feldman	Central Staff, C.O.G.P.
Mary Louise Gaby	Central Staff, C.O.G.P.
J. Graham	Central Staff, C.O.G.P.
P. V. Gundy	Central Staff, C.O.G.P.
J. Hendry	Management Services Officer Organization and Methods Services Branch Management Board Secretariat
M. Hicks	Director Marketing/Communication Services Price Waterhouse Associates
G. Hopkins	President Hopkins, Hedlin Limited
W. McKechnie	President McConnell, Stevenson and Kellogg
Pat Michener	Central Staff, C.O.G.P.
J. Morning	Editor, Ontario Economic Review Economic Analysis Branch Department of Treasury & Economics
D. Towers	Manager Internal Communications Systems Management Services Division Management Board Secretariat
R. Weiler	Central Staff, C.O.G.P.

Advisory Committee

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Chairman

Vice President of Catalogue Order
Simpson-Sears Limited

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President, Corfield Associates
Public Relations Services

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Vice President, Thompson Newspapers
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President, Queen's Park Press Gallery

Betty Kennedy

Public Affairs Editor
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D. A. Machum

Vice President and Assistant
to the President, Algoma Steel

W. J. McCordic

Director and Secretary-Treasurer
Metropolitan School Board

John Muir

Publisher, Hamilton Spectator

Michael Warren

Deputy Provincial Secretary
Department of Provincial
Secretary and Citizenship

MANAGEMENT INFORMATION SYSTEMS STUDY

Project Team

Dr. H. S. Gellman <i>Project Director</i>	Associate Consultant DCF Systems Limited
B. Burgetz	Analyst DCF Systems Limited
J. A. Cassils	Program Analyst, Deputy Minister's Office Department of Treasury and Economics
Heather Fuller	Systems Consultant DCF Systems Limited
A. V. Godden	Director, Financial & Administrative Services Department of Financial and Commercial Affairs
N. K. Harris	Director, Systems & Programming Branch Department of Treasury and Economics
J. Hay	Management Science Office Management Board
N. R. Hayes	Manager, Information Systems DCF Systems Limited
S. Landau	Manager, Information Systems DCF Systems Limited
A. Leslie	Central Staff, C.O.G.P.
G. N. McAllister	Accounting Methods Officer Government Accounting Methods Branch Department of Treasury and Economics
N. J. Parker	Central Staff, C.O.G.P.

SYSTEMS AND PROCEDURES STUDY

Project Team

Dr. H. S. Gellman <i>Project Director</i>	Associate Consultant DCF Systems Limited
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A. M. Campbell	Manager, Information Services DCF Systems Limited
S. Fairweather	Management Services Officer Management Services Division, Management Board
Heather Fuller	Systems Analyst DCF Systems Limited
P.F.L. Gow	Management Services Officer Management Services Division, Management Board
P. V. Gundy	Central Staff, C.O.G.P.
B. M. Hannigan	Senior Systems Analyst Department of Education
M. R. Johnston	Senior Consultant DCF Systems Limited
H. F. Kivi	Senior Analyst Department of Transportation & Communication
F.E.C. Neville (Mrs.)	Systems Analyst DCF Systems Limited
G. T. Pirouet	Management Services Officer Management Services Division, Management Board
S. Smith	Management Services Officer Management Services Division, Management Board
K. Taylor	Management Services Officer Management Services Division, Management Board
R. H. Westmore	Director, Record Services Branch Department of Public Records and Archives

MANAGEMENT INFORMATION SYSTEMS AND SYSTEMS AND PROCEDURES STUDIES

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M.F. Anderson	Catalogue Order and Data Processing Simpson-Sears Limited
R. Carman	Regional Director Department of Lands and Forests
Prof. J.W. Graham	Director, Computer Centre University of Waterloo
Dr. H.W. Henderson	Executive Director Mental Health Division Department of Health
R. Hurlbut	President, General Foods
P.J. Jeannot	Vice President; Computer and Systems Service Air Canada
Prof. C.E. Law	School of Business Queen's University
R.A. McDougall	Vice President; Organization, Research and Systems Bank of Montreal
J.K.A. Moore	Director Computing Services Ontario Hydro
O.M. Schnick	Executive Director Economic and Statistical Services Department of Treasury and Economics
G. Sharwood	President, Acres Limited
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M. Warren	Deputy Provincial Secretary

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Commission of Ontario

R. B. Taylor

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Steel Company of Canada

R. M. Dillon
Executive Director

Professor of Engineering Science
University of Western Ontario

